

MISSION WITHOUT BORDERS

YEAR IN REVIEW
2019



Hadassah International was established in 1983 by Hadassah, the Women's Zionist Organization of America at the initiative of Past National President Bernice S. Tannenbaum, in order to unite people of all faiths and nationalities in their mission to improve lives around the globe through their financial support of the pioneering medical healing, teaching, and research at the Hadassah Medical Organization in Jerusalem.

Hadassah International spans five continents and is made up of volunteer men and women who believe that advancement and cooperation in medicine transcend politics, religion and national boundaries. The universal language of medicine allows Hadassah International to build bridges between nations and help to establish research and clinical ventures between the Hadassah Medical Organization and medical institutions around the world.

Hadassah Medical Organization, founded by Hadassah, the Women's Zionist Organization of America, established modern healthcare in Israel.



Every day let us remind ourselves that there are always new worlds to conquer, new barricades to jump over. The next decades are on the horizon and let us be ready for them and may it be in a world of shalom (peace)."

Bernice S. Tannenbaum
Founder, Hadassah International

(Pictured on Cover):
Esther Tafara is chief technological engineer of the new Mount Scopus catheterization lab.

A true story of bravery, the young Tafara came to Israel all alone at the age of nine as her parents and siblings were not allowed to leave Ethiopia. From the airport, she took a taxi in search of distant relatives in Jerusalem. From those shaky beginnings, Tafara went on to pursue studies in medical engineering and worked at the pulmonary department in Ein Kerem. She filled the post with dedication and professionalism for years before the opportunity came to run the new cath lab at the historic Mount Scopus hospital.

**HADASSAH
INTERNATIONAL**
YEAR IN REVIEW
2019

**MISSION WITHOUT
BORDERS**



*Celebrating
100 Years of the
Hadassah Medical
Organization*



Opening of
THE WOHL INSTITUTE

MEDICINE MEETS SCIENCE FICTION

With the inauguration of the ultra-sophisticated *Wohl Institute for Translational Medical Research*, Ein Kerem provides researchers with capabilities they could only have dreamed of previously. This unique facility in Israel houses new labs, cutting-edge imaging devices for lab animals, including Israel's only Animal PET MRI, an advanced ultrasound machine and two sophisticated optical imaging machines.

"The Institute will propel us to the top of biomedical research worldwide," says Prof. Rinat Abramovitch, Director of the new facility. Translational medicine is the future of biomedical research as it is patient centric and multi-disciplinary. It is a **complete loop between the bench and the bedside**, allowing for better and more precise treatment of individual pathologies. "The new Institute will attract leading researchers but also entice doctors who have never considered the research path," she explains.

The Wohl Institute for Translational Medical Research was made possible thanks to a generous grant from the Vivienne and Maurice Wohl Legacy Foundation in the United Kingdom.



"The new Wohl Institute puts Hadassah at the forefront. It provides us with capabilities previously inaccessible to us"

- Prof. Rinat Abramovitch

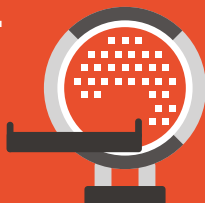


Natalie Aboudi in the Wohl Institute's BioLab

765 m²



1ST PRE-CLINICAL IMAGING OF ITS KIND IN ISRAEL



Prof. Rinat Abramovitch and David Maimon in the Wohl Institute's BioLab



Dr. Oded Volovelsky in the Wohl Institute



**OVER 25
RESEARCH
GROUPS**

**ACTIVE WITHIN
ONE MONTH OF THE
CENTER'S OPENING**

CHRONIC KIDNEY DISEASE (CKD) AFFECTS 10% OF THE WORLD'S POPULATION

A HADASSAH BREAKTHROUGH CAN BRING THAT NUMBER DOWN SIGNIFICANTLY

Meet Dr. Oded Volovelsky, fellow at the Wohl Institute and head of the kidney developmental lab and pediatric nephrology unit at Hadassah. Dr. Volovelsky treats kidney diseases in children and searches for their cure.

He has discovered a means of improving kidney development in the fetus during pregnancy. It turns out that premature babies are at a much higher risk of developing CKD. While current measures focus on the short term effects of prematurity, no intervention has been proposed for the improvement of renal development in preterm infants. Dr. Volovelsky's research, published in 2018, could change this significantly by giving premature infants a better starting point. _____

Message from
HADASSAH MEDICAL ORGANIZATION
DIRECTOR GENERAL

Dear Friends,

I am very proud of our continuous achievements this past year. When I came to Hadassah nearly four years ago, I presented an ambitious program to improve the organization's financial health, while continuing to modernize the hospital, recruit "stars" who are experts in their fields and introduce new technologies and services to consistently upgrade the level of care for the residents of Jerusalem. I will highlight just a few of the transformational changes made possible through the vision and generous support of our donors and the precious work of our organizations worldwide.

Despite several very demanding years, I can tell you, my friends, Hadassah has made a real turnaround, and today HMO is once more worthy of the people's trust, and, needless to say, of your trust.

Jerusalem has one of the fastest growing populations in Israel. It also happens to be one of the poorest cities. Over the past two years, with the return of the people's trust, the Ein Kerem campus is consistently exceeding capacity with an average year-round occupancy of 110%, which is not only a very good sign of success, but also dictates our priorities.

Renovation of the landmark Round Building will permit the addition of 220 beds and upgrade critical care facilities. Our 360-degree campaign is entirely dedicated to the urgency of completing this project and the promise it holds for Jerusalem's residents. Work on bolstering the foundations and constructing two additional floors on the roof has already begun and our anticipated project completion of the first floors is expected in 2021.

The renovated Round Building will complement the recently completed Sarah Wetsman Davidson Tower, an ultramodern 19-story, 600-bed inpatient facility housing some of the most sophisticated medical technologies available. Made possible by a milestone gift from Karen Davidson and her late husband William Davidson, the Tower is home to the recently opened Vascular Surgery Department, the preeminent and largest of its kind in Israel. As a cardiologist, leadership in Cardiac and Vascular Surgery is of paramount importance to me, but it was also clear that provisions needed to be made for the future development of a heart center on campus. With the generous support of the Milstein family, the Irma and Paul Milstein Heart Center was born, and



Prof. Zeev Rotstein visiting the renovated Intensive Care Unit

started the process for Hadassah to become the leader in Israel and one of the premier facilities of its kind in the world, with an ultra-modern ICU and Catheterization Center. "This new Heart Center will catapult us 50 years into the future," declared Prof. Chaim Lotan, newly retired Director of the Heart Institute, at the inauguration ceremony. We are thinking outside the box and dreaming of connecting the cardiology department on the third floor in the Sarah Davidson Tower with a short bridge to a new comprehensive Cardiac Center that will be built across the street to become The Heart Center.

Established through a generous grant by the Leona M. and Harry B. Helmsley Charitable Trust, a new Pediatric Bone Marrow Transplantation Department was opened earlier this year at Ein Kerem. Headed by Prof. Polina Stepensky, one of the world's leading experts in the field, the department will serve the greater Jerusalem area, residents of the Palestinian Authority, and patients the world over seeking the best treatment available. The center is expected to save the lives of some 100 children each year. We at Hadassah are thrilled that even before its completion, this new unit is the leader in the number of bone marrow transplants in children in Israel – with the lowest mortality rate in the country.

Thanks to a munificent gift from the Vivienne and Maurice Wohl Foundation facilitated by Hadassah UK, we have dedicated the Wohl Institute for Translational Medicine. The innovative center is the new home of translational research at Hadassah. Providing Hadassah researchers with next-generation technologies and fully equipped labs, the Institute amplifies discovery and application to medical and technological innovation. Translational research is a part of our culture and one of the most significant vectors allowing us



One of the Healing Gardens of the Sarah Wetsman Davidson Hospital Tower



Dr. Mark Vigoda, Head of the Radiotherapy Unit (r) and Head Technician Alla Shapira (second from right) preparing a patient at the Linear Accelerator in the Sharett Institute of Oncology



Hospital management with Wohl Legacy Trustees Dr. Ella Latchman (sister of the late Maurice Wohl), David Latchman, and Sir Ian Gainsford at the Wohl Institute's Inauguration

to bridge the gap between medical practice and health performance not just through innovation, but by influencing policy. Today, just a few days following its inauguration, The Wohl Institute is providing researchers advanced clinical facilities and imaging technologies that are not yet available in Israel.

In the 1930's, Hadassah's iconic hospital on Mount Scopus was the pinnacle of modernity. Designed by Eric Mendelsohn and built by Hadassah, the Women's Zionist Organization of America, (HWZOA), today it is an historic building designated for preservation but faces numerous restrictions limiting its expansion to meet the modern needs of Jerusalem's growing population and medical needs. This past January we finally broke ground on a new structure that will bolster and expand the services offered at Mount Scopus. The new comprehensive Rehabilitation Center is scheduled for completion within the next few years and will be the only one of its kind in the greater Jerusalem area. For the first time, soldiers will receive rehabilitation alongside their families in Jerusalem without the need for them to travel to the center of Israel. We have dedicated a campaign to make this essential need a reality. To further improve the care provided at Mount Scopus, we have also introduced services previously lacking, such as an MRI machine and the hospital's first heart catheterization clinic. Finally, thanks to the generous support of the Rady family and funding from the Israeli government, we have added ten modern labor and delivery rooms in the landmark historic building.

In an effort to consistently improve service and efficiency, we also added leading modern technology, including two PET-CTs, four new MRIs at Ein Kerem, new CTs, catheterization labs and more state of the art technologies throughout the campuses.

Hadassah Medical Organization celebrates its centennial!

For the past 100 years, the Hadassah hospitals have relentlessly pursued a mission that knows no borders – defending the universal right to health care, without regard for race or religion. For a century, this value has been central to everything we do. And as we celebrate, I cannot help but imagine where this tremendous institution is headed. It is a dream I share with many to establish new centers of medical excellence in most of our medical fields – centers in cardiology, oncology, pediatrics, women's health, rehabilitation and research. I'm delighted to report to you that we already plan to invest in transforming the Mount Scopus campus into a modern hospital by building a new center for emergency medicine, a 'mother and child' center and a new hospitalization tower to increase the number of beds and to be the leading medical center for north Jerusalem. These formidable projects, the tireless dedication of our doctors and our devoted nurses and staff, are a genuine inspiration to me and to everyone on the management team, reinforcing our hope that Hadassah is on the right track.

Among the greatest challenges the hospital's management has faced is the continuous and rigorous plan we set in motion to streamline activity, increase efficiency, and expand our services. This has been a daunting task but a necessary one, and our efforts are bearing fruit. The hospital's stability depends on the tight management of its all-inclusive financial plan through 2025. I am pleased to announce that the financial uncertainty that has weighed down on activity here since 2014 is beginning to clear thanks to the hard work and commitment of our teams on all levels. And I wish to thank the entire Hadassah community for its resilience and devotion during this difficult time. I also wish to extend my great admiration to HWZOA and Hadassah International for ardently backing this institution – the founder of modern medicine in Israel.

Sincerely,

Prof. Zeev Rotstein

Director General

Hadassah Medical Organization



**This is
Hadassah's
Century**

Message from
HADASSAH INTERNATIONAL PRESIDENT



Robert Dorfman, Hadassah International President

Dear Friends,

I am pleased to present Hadassah International's first Annual Report reflecting upon our many achievements and activities from the past year to the present. In doing so, I am using this opportunity to share some of our goals for the coming year, recognizing the role that our international constituents and professional management team play to help support Hadassah's great medical centers in Israel.

To begin, I am deeply honored to be serving as President of Hadassah International at this very interesting point in time – in terms of both medical advancements and the global geopolitical challenges facing our world. I have spent a good part of my adult life working for Jewish causes. What has drawn me to Hadassah in particular is its commitment to building bridges to nations through medicine.

For 100 years, Hadassah's medical outreach has touched the lives of thousands of people around the world. In the past few years, both children and adults in Ethiopia, Syria, Mexico, Argentina, Panama and Brazil have benefited from Hadassah's expertise. None of this could be possible without the generosity and passion of our **most generous donors** who help to save lives and keep crucial medical research moving forward. Together, we create connections among nations through the universal language of medicine.

I am especially optimistic about some of our new initiatives for 2020:

In 2019, Hadassah International has embraced a "Donor Without Borders" strategic initiative, an ambitious outreach to some of the world's leading philanthropists who, like us, are thinking about making an impact and where best to provide funds that can genuinely make a positive difference in the world. With many prospective donors having multiple residences, we are expanding our geographic reach beyond our existing units to the near and far corners of the globe, in order to create new partnerships and engage new stakeholders.

In 2020, Hadassah International is planning a major medical symposium to be held in Buenos Aires, tentatively titled "The Future of Medicine." We will be bringing together some of the finest minds in medical research from Hadassah, as well as some great thought leaders, to understand where medical breakthroughs

are taking us and their implications for humankind. This opportunity has already garnered support from several entrepreneurs and generous donors from Hadassah International.

I am particularly proud of the Hadassah International Board. Our nine-member International Board comprises leaders from Hong Kong, Israel, Italy, Mexico, Switzerland and the United States. All have an impressive record of public and community service and commitment to Israel and the Jewish People. We are complemented by some of the finest professional staff I have come across in my more than 35 years of Jewish community involvement. I am also very grateful that several of our past International Board members continue to provide wise counsel on an informal basis as advisors to our Board.

I would like to acknowledge the **landmark fundraising event** that brought together Hadassah International donors and supporters from three continents at the spectacular Miami residence of Joey and Lindsay Schottenstein this past December 2. Nine million dollars were raised in what was nothing short of an electrifying evening to benefit Hadassah's world-class research hospitals in Jerusalem.

The majority of donations are earmarked for the much-needed Rehabilitation Center at Mount Scopus. The facility, featuring ultra-sophisticated equipment will service Jerusalem's rapidly-growing population, and members of the Israel Defense Forces (IDF). Exciting events like these are paving the way to a new Hadassah and better quality of life in Jerusalem.

Finally, I would like to thank all our donors – past, present and future. As you support Hadassah's health professionals and



(l-r) Sara Aronson; Dalia Itzik, Hadassah International Israel Chair; Jeanie and Jay Schottenstein, HI donors; Harel Wiesel, Hadassah International Israel Board Member

patients of diverse ethnic backgrounds and religions, you transcend politics and religion and build bridges to peace. In doing so, you help to make broken lives whole again and give critically ill patients new hope – for which I am extremely grateful.

Hadassah, the power to heal our world. Together.

With warm wishes,

A handwritten signature in black ink, appearing to read "Robert Dorfman".

Robert Dorfman

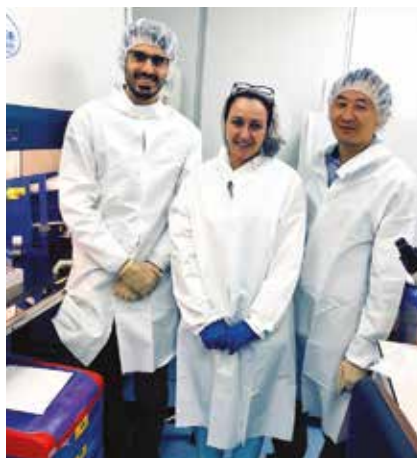
President

Hadassah International

JOINING FORCES IN THE FIGHT AGAINST MELANOMA



Brazilian doctors learn new procedures in the Dayan Immunotherapy Laboratory at Ein Kerem



Dr. Gustavo Schvartsman, MD, Medical Oncologist at Hospital Israelita Albert Einstein; Luciana C Marti, PhD; Oswaldo Keith Okamoto, PhD

This past March, a Brazilian delegation came to Jerusalem to attend the first event in a new exchange program with Hadassah: the Hadassah–Albert Einstein Melanoma Immunotherapy Collaboration. During the event, which was hosted by Prof. Michal Lotem, Head of the Hadassah Dayan Family (Brazil) Immunotherapy Cancer Laboratory, three esteemed researchers from the Albert Einstein Medical Center learned about Hadassah's advanced immunotherapy capabilities.

Leading the Brazilian delegation, Dr. Gustavo Schvartsman noted that, facing a critical need in Brazil, the Albert Einstein Hospital is embarking on cell therapy research – a field in which Hadassah is a leader. Access to treatment in Brazil is limited to very basic immunotherapy and patients who can afford more advanced therapies have no other choice but to travel to nearby countries for treatment.

"We are pursuing an ambitious project of engineering immune cells to regain the capacity to recognize and kill cancer

cells, using genetic engineering. In addition, we have started adoptive cell therapy for patients whose cancers harbor a high number of genomic defects (called "high mutation burden"). I always question our responsibility as doctors to society," Prof. Lotem confided. "I was saddened to learn about the disparities in cancer treatment in Brazil, but am encouraged by the presence of the Brazilian delegation at Hadassah to learn and bring cutting edge immunotherapy to Brazil." Of course, this is just the beginning.

With a generous and visionary gift from Morris and Sasson Dayan, the Dayan Family Immunotherapy Laboratory was dedicated at Ein Kerem in November 2018. The family incarnates Hadassah's mission without borders, having invested intensively in transformational projects that will benefit the people of Israel and Brazil. Hadassah International is focused on empowering scientific collaborations that connect people and bridge nations in the shared mission of improving quality of life around the world.

**250 NEW
MELANOMA
PATIENTS
ARE TREATED EACH
YEAR AT HADASSAH**

**MORE PEOPLE ARE
DIAGNOSED WITH
SKIN CANCER EACH
YEAR IN THE U.S.
THAN ALL OTHER
CANCERS COMBINED**

Brazil and Israel share warm, sunny climates... but they also share a growing public health concern, melanoma. Hadassah and the Albert Einstein Medical Center are sharing information and processes to improve treatment and render critical care accessible to the public at large.

This exciting new collaborative bridge with the Hospital Israelita Albert Einstein in São Paulo, a leading hospital in Brazil, has been made possible through the guiding vision and commitment of the prominent Brazilian businessman Roberto

Bielawski, a friend of Hadassah and Israel.







'52



'61



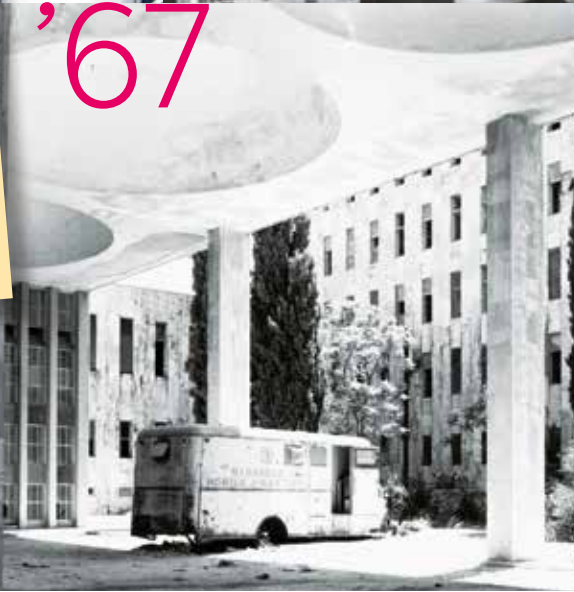
'67



'53



'67



1952
Ground-breaking for Ein Kerem campus in West Jerusalem

1953
Hebrew University-Hadassah School of Dental Medicine opens

1959
First open heart surgery in Israel

1961
Innauguration of Hadassah University Hospital Ein Kerem

1962
12 stained glass windows completed by Marc Chagall for the the Abbell Synagogue at Ein Kerem

1964
First double bypass surgery in Israel

1967
"Israel regains full access to Mt. Scopus," and the Hadassah women's organization decides to rebuild the hospital

Six-Day War



Hadassah First for Israel

First School of Nursing

First Newborn Care Program

First Medical School

First Dental School

First Ambulatory
Surgery Center

First ER Unit for
Premature Babies

First Trauma
Treatment Center

First Cancer Institute

First Children's Hospice

First Pharmacology School

First School for Public Health



'73



'75



'74



'86



1968

Ground-breaking for Moshe Sharett Institute of Oncology at Ein Kerem

1969

First 24-hour emergency units open for respiratory and coronary care, burns and trauma

1970

First computerized patient management system in Israel

1973

Following Yom Kippur War, soldiers are treated at Hadassah's world renowned rehabilitation departments

1974

Retraining program for Russian Jewish medical personnel arriving in Israel

Hadassah Hebrew University School of Occupational Therapy opens

1975

First Nursing Bachelor's Program opens

The rebuilt Hadassah University Hospital on Mount Scopus opens

1983

Israel's first test tube baby is born

1984

17 new operating rooms opened at Ein Kerem

1986

Israel's first successful heart transplant

Hadassah Medical Organization, founded by Hadassah, the Women's Zionist Organization of America, established modern healthcare in Israel. At Hadassah, caregivers treat without regard for race, religion, sexual orientation and nationality. For its achievements and unwavering dedication to peace through equal access to treatment for the people of the region, Hadassah is the only Israeli hospital ever nominated for a Nobel Peace Prize.

'91



1988

First contingent of Hadassah medical volunteers arrive in Kinshasa, Zaire to dedicate and help open a hospital constructed with help from Hadassah

1991

Hadassah treats Ethiopian Jews arriving in Israel with Operation Solomon

First rapid response Trauma Treatment Center in Israel

1992

Israel's first heart-lung transplant

1997

Mother and Child Center opens

2004

Judy and Sidney Swartz Center for Emergency Medicine opens at Ein Kerem

2005

Hadassah Medical Organization nominated for Nobel Peace Prize

2007

Dedication of Charlotte R. Bloomberg Mother and Child Center at Ein Kerem

Elie Douer and Family Center for Pediatric Genetic and Chronic Diseases opens at Mount Scopus

2012

Opening of the Sarah Wetsman Davidson Hospital Tower at Ein Kerem

2019

Cornerstone for the Rehabilitation Center at Mount Scopus

Lokomat - the advanced robotic treadmill for gait therapy - installed at the rehabilitation center

Opening of Wohl Institute for Translational Medical Research



HADASSAH STORIES

CHAIM LEV-TOV WAS SEVERELY INJURED IN GAZA. BUT FOR HIM, THE BATTLE BEGAN AFTER SURGERY.



The young paratrooper, on a mission to neutralize Hamas tunnels in Gaza, was victim of a powerful explosion that demolished a building he was approaching. Evacuated with severe injuries to his arms and legs, Chaim considers himself lucky.

Two days after the life-changing event, unable to walk or move his arm, glued to a stretcher, he insisted on attending the funeral of a fellow soldier who died of his wounds. “It was one of the toughest moments in my entire life,” he recollects.

After his injury was stabilized at Ein Kerem, Chaim was transferred for a six-month-long intensive rehabilitation at Mount Scopus where he had to learn to walk again. “I had been an athlete and I found myself in a wheelchair. It was very hard,” he struggles to say the words. “The people at Mount Scopus were unbelievable. I don’t have words to express how much they cared about me and how important it was for them that I get better as quickly as possible. They did a fantastic job with me!”

Having regained his autonomy, Chaim continued rehabilitation for six more months and walked out strong and in good control of his arms and legs. “Dr. Osnat Levzion-Korach, former Director of Mount Scopus, challenged me to run half of the Jerusalem Marathon. I was nervous. I didn’t want to let her down,” he recalls “but as I started running, I realized that I would complete it, even without too much trouble.”

Perhaps the most amazing thing about Chaim is his self-assured optimism. The 27-year-old is now a college student and pursuing his talents as a singer. He has already performed with numerous Israeli artists, but he is most proud of his performance with the famous Israeli singer and idol Shlomi Shabat at a prestigious Hadassah International Israel event.

Mount Scopus has broken ground for a new 19,500 square meter rehabilitation center that will increase occupancy four-fold in a space conceived with recovery in mind, from its two hydrotherapy pools to its rehabilitation spaces, patient rooms and recovery gardens.

“Whoever saves a single life has saved the entire world”
- Mishnah Sanhedrin 4:5

22-year-old Kimberly Winkler narrowly escaped the fatal consequences of an exploding aneurysm in her brain

Native of the Dominican Republic, Kimberly was on a 10-day Taglit-Birthright Israel trip from Minnesota, where she was studying Industrial Engineering. Her group was in the capital to celebrate the 50-year reunification of Jerusalem when, in an extremely rare event for her young age, she suffered a massive intractable brain aneurysm.

She was rushed to Ein Kerem where Hadassah senior neurosurgeon Prof. Jose Cohen immediately took on risky intracranial stent placement to control the bleeding and put Kimberly's life out of danger. He later recalled: “When she arrived, her CTs were so bad that everyone was surprised she was still alive.” Two



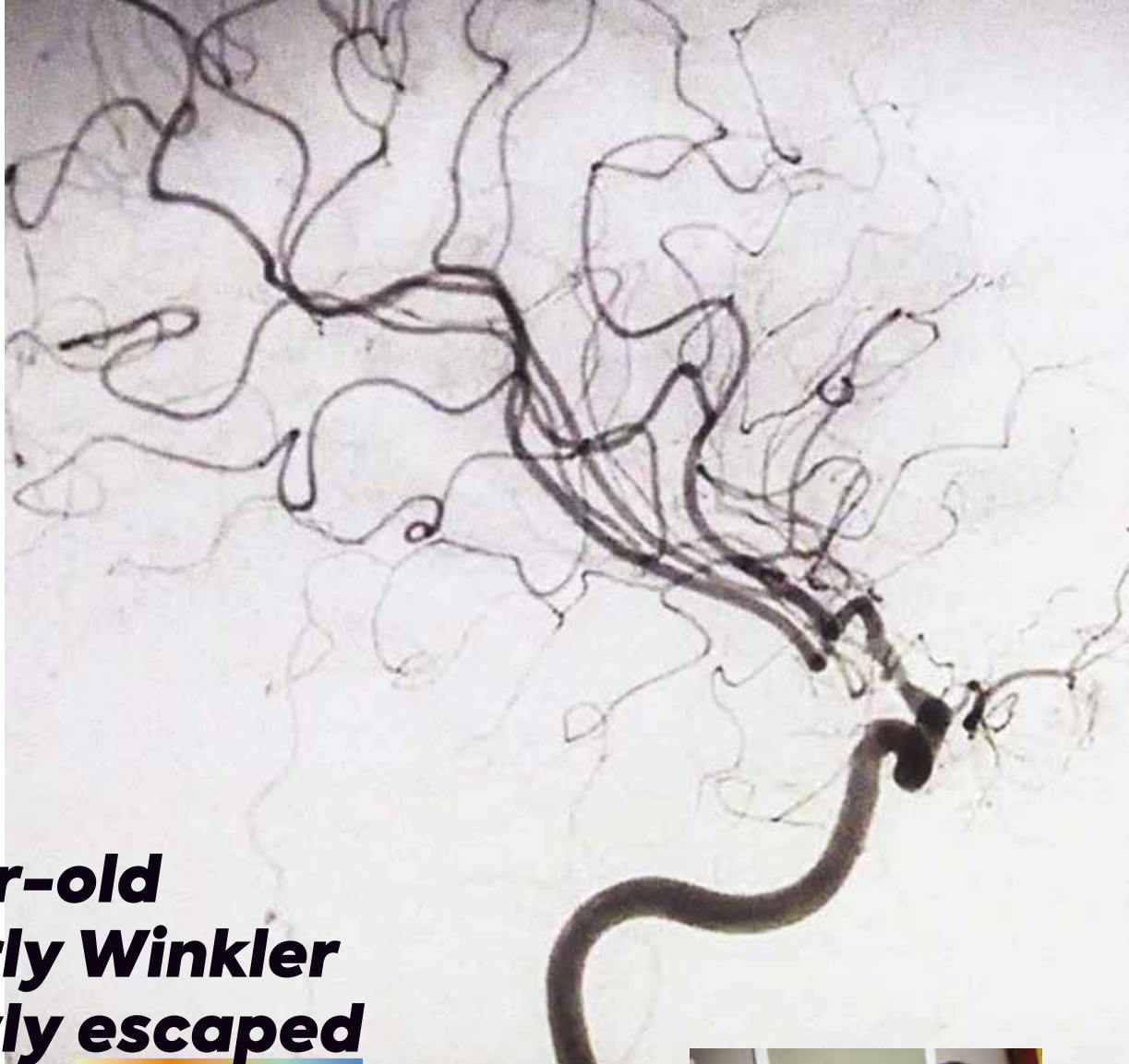
Kimberly Winkler (r) with Prof. Jose Cohen

consequent brain surgeries allowed Hadassah's surgical team to reduce the hemorrhaging and contain the damage caused to her brain.

With the operation behind her, she began rehabilitative therapy to regain autonomy and function in her daily life. “I was shocked when I first saw Kimberly — I was not sure she was the same girl who played volleyball and danced jazz. We can never thank Hadassah enough for giving us back our daughter,” confided Kimberly's

mother, Miriam.

Hadassah's next generation operating theaters and ultramodern catheterization facilities at the Sarah Wetsman Davidson Hospital Tower are among the best in the world.





→
TWO CAMPAIGNS

REHAB
CAMPAIGN

REHAB- ILITATION

(Mount Scopus)

FULL CIRCLE
CAMPAIGN

360° OF HEALING

(Ein Kerem)



ONE MISSION



THE NATION'S CAPITAL NEEDS SCALED REHABILITATION SERVICES

Jerusalem's next-generation rehabilitation
center enters *Phase Two*.



The only facility of its kind in Jerusalem and one of the very few centers in the country as a whole, Hadassah's long-awaited new Rehabilitation Center will offer advanced multidisciplinary treatments to a wide range of patients.

The groundbreaking ceremony took place earlier this year, and the project is already generating a great deal of excitement. Currently, the rehabilitation department is the only one in Greater Jerusalem that isn't solely geared to a geriatric population. "We currently only have capacity for about one-third of cases," says Mount Scopus Director Dr. Tamar Elram. The hospital is frequently forced to turn away patients or have them wait months for treatment, and with just 38 beds, most patients are treated on an out-patient basis.

"We provide a unique approach to treatment," explains Dr. Isabella Schwartz, head of the Department of Physical Medicine and Rehabilitation at Mount Scopus. A multidisciplinary team offers a personal, holistic treatment plan for each patient. "In addition to neurologists and orthopedic specialists, our staff includes physical therapists, occupational therapists, social workers, psychologists, speech therapists and dietitians. We are patient-centric and believe in real team work," she adds.

The new building will have 132 beds – nearly four times the current number – divided among four departments: neurological rehab for stroke victims, MS patients and people with brain trauma; orthopedic rehab serving paraplegics, patients with spinal cord injuries and those with amputated limbs; geriatric rehab following hip replacements, deconditioning from extended hospital stays, etc.; and respiratory rehab for intubated patients. It will also house special departments and units for specific ailments and conditions, such as a center for chronic diseases, a polio center, a center for the blind, a center for pelvic floor rehabilitation and more. The rehabilitation center will have two large swimming pools for hydrotherapy, an accessible gym and an accessible conference hall.

As can be expected at Hadassah, the new facility will include the most innovative technologies available. "Machines will never replace humans," Dr. Schwartz assures, "but they motivate patients and make the treatments more enjoyable."

INJURIES TREATED AT THE NEW CENTER:

**BRAIN, SPINAL CORD, NERVE,
MUSCLE, BONE, CANCER, STROKE,
LOSS OF A LIMB, GERIATRICS**



RABBI ECKSTEIN'S LEGACY

Hadassah has lost a great visionary and friend. "Shalom haver."



(l-r) Rabbi Yechiel Eckstein, IFCJ Founder and President; Dalia Itzik, Chair of Hadassah International Israel; Moshe Lion, Mayor of Jerusalem; Prof. Zeev Rotstein, Director General Hadassah Medical Organization; and Dr. Tamar Elram, Director Hadassah Mount Scopus. (Seated) Dvir Teitelbaum

Just one month before he unexpectedly passed away earlier this year, Rabbi Yechiel Eckstein, founder and President of the International Fellowship of Christians and Jews (IFCJ), helped lay the cornerstone for the new Rehabilitation Center at Mount Scopus. His daughter Yael, who has taken over leadership of her father's legendary

philanthropic organization, describes the close ties between IFCJ and Hadassah:

"My father always appreciated and felt a close connection to Hadassah. He saw the hospital as the fulfillment of Psalm 133, which guided him when he founded The Fellowship: *How good and pleasant it is when God's people live together in unity!* He knew the hospital as a place where all Israelis – Jews and Arabs, ultra-Orthodox and secular Jews, people at the left and the right of the political spectrum – cooperate to help people in their time of greatest need.

In 2003, my father was invited to speak to Hadassah's board. A few years later, The Fellowship began supporting Hadassah, and the relationship built from there. *Hadassah had a very special place in my father's heart. He saw the new rehabilitation center as a way that we could help Hadassah realize its enormous potential. He thought the hospital should have proper funding to match the staff's dedication, expertise and commitment.*"

The evening before his passing, Rabbi Eckstein was once again at the side of Hadassah, campaigning for the Rehabilitation Center. He is greatly missed by the entire Hadassah community where his legacy lives on and inspires.



FULL CIRCLE CAMPAIGN

360 DEGREES OF HEALING

TOP PRIORITY: Renovate operating rooms. Add beds. Upgrade rooms and lounges. Expand Geriatrics. Reinforce against earthquakes and missiles.

With support of friends from around the world, Ein Kerem's landmark Round Building is undergoing much-needed renovation. The challenge: to raise the funds needed and complete the first floors by 2021.

A complete remodeling is needed to bring the edifice built in the 1960's with four, five and sometimes even six patient beds per room, to 21st century standards. The renovation is an urgent priority to meet current needs and provide patients with the advanced medical service they deserve. The upgrade will improve efficiency and comprehensive medical care to the population of Greater Jerusalem.

To alleviate overcrowding, 220 critically needed beds will be added. In-patient rooms will be more spacious and comfortable, affording more privacy, thereby reducing the risk of infection. Visitor

lounges will allow patients and families to gather in welcoming spaces withdrawn from the bustle of the hospital environment.

Complementing the new surgical facilities at the Sarah Wetsman Davidson Hospital Tower, the new Round Building will be primarily dedicated to internal medicine, allowing Hadassah to meet the range of Jerusalem's burgeoning needs.

This exciting project includes the renovation of 17 fully equipped operating rooms to improve efficiency and reduce waiting time for surgery. The structure of the building will be strengthened as a security measure against earthquakes but also against conventional, biological and chemical attack and the HVAC system will be completely overhauled.

The renovated Round Building is a Jerusalem landmark and sentinel of Hadassah's mission to heal our world. _____



INTERNAL MEDICINE AT THE
NEW ROUND BUILDING

**Nearly 12% of
Israel's population
is over 65 years
of age**

This number is
expected to rise
by 77% by 2035
*according to the Israel
Central Bureau of Statistics*

**Jerusalem is
the city with
the highest
number of
elderly people
in the country**

HADASSAH

360



BEATING CANCER... SAVING CHILDREN

Prof. Polina Stepensky

Headed by Prof. Polina Stepensky, Hadassah's Department of Bone Marrow Transplantation and Cancer Immunotherapy is treating more children than ever, at a success rate that is significantly higher than other medical centers around the world. In fact, the buoyant star doctor draws attention worldwide with an envious performance record and steadfast belief that patients should not be turned away.

The numbers speak for themselves. Since the new seven-bed department was established two years ago, Hadassah has nearly doubled the amount of pediatric bone marrow transplants it performs – from 41 children in 2015 to 74 in 2018. The real achievement, though, is that the mortality rate has dropped from 16% in 2015 to a mere 6% in 2017 and 2018 – half the rate that is considered satisfactory worldwide. The spirited professor is profoundly proud that Hadassah's Department of Bone

Marrow Transplantation became the **first in Israel to receive accreditation from the Joint Accreditation Committee ISCT & EBMT this year, receiving the prestigious accreditation in every possible category.**

Prof. Stepensky's department has also received accreditation from Novartis for individualized CAR T therapy, which uses a patient's own immune system to fight certain types of cancers. Ein Kerem now offers this cutting-edge treatment protocol to its pediatric oncological patients. **Prof. Stepensky foresees Hadassah becoming a CAR T therapy referral center for all of Israel.**

Hadassah is already a referral center for children with genetic disorders. Often, children who are the product of inbred marriages require bone marrow transplants. Prof. Orly Elpeleg of the Clinical Genetics Center collaborates with the department on these cases. **"Hadassah is**

unique in that we have the capability to use genetic sequencing to see exactly which cells don't function properly," says Stepensky. "If we can repair those cells through transplants, then why not do so?"

The Department also works closely with Prof. Michal Lotem, head of the Hadassah Immunotherapy Cancer Laboratory, on therapy using tumor infiltrating lymphocytes for patients with metastatic cancer. In one such partnership, Prof. Lotem and Prof. Stepensky jointly develop genetically engineered cells that fight melanoma. "The future is personalized medicine and that's what we're doing," says Prof. Stepensky.

The Bone Marrow Transplantation (BMT) Unit at Ein Kerem, is a part of the Sharett Institute of Oncology. The unit was established and equipped thanks to a most generous grant from The Leona M. and Harry B. Helmsley Charitable Trust.



Prof. Orly Elpeleg



Prof. Michal Lotem



"The future is personalized medicine and that's what we're doing"

- Prof. Polina Stepensky

NURSING SCHOOL: BARRIER *OR* SOCIAL ELEVATOR?

A new scholarship program, *Hadassah-Achotenu* ("Our Sister"), enables dozens of young Ethiopian-Israelis from underprivileged communities to fulfill their dreams by enrolling in a fully subsidized five-year Bachelor of Science in Nursing track at the Hadassah-Hebrew University Henrietta Szold School of Nursing.

"This was a once in a lifetime opportunity to advance and then go back into my community."

-Solly



**Hadassah-
"ACHOTENU"**
(Our Sister)

Iris Sorek, Hadassah-Achotenu Program Coordinator (l) with second-year student Yael Almihu

There is a serious shortage of hospital nurses in Israel, with the worst nurse-to-patient ratio of all OECD countries.

And although Ethiopian-Israelis represent a tremendous pool of potential nurses, cultural and socioeconomic barriers at the very point of entry render it nearly impossible for them to consider nursing a viable vocation. This is why Hadassah-Achotenu has chosen an alternative pathway to university entrance. The program assesses candidates based on a screening process that identifies potential based on motivation, aptitude for nursing and passion for the care-giving profession.

Those who are accepted take part in a one-year pre-academic preparatory program at The Hebrew University, and qualified students are automatically admitted to a four-year Bachelor of Science in Nursing degree at the prestigious Henrietta Szold School of Nursing. Hadassah-Achotenu provides full tuition,

accommodations, a monthly living stipend, counseling and a specially tailored curriculum for the duration of the program.

Hadassah-Achotenu scholarships are valued at \$18,000 per year per student. Hadassah Australia has adopted the initiative as a priority project, and has committed to funding ten students each year. The program's success is a beacon of hope for other marginalized groups in Israeli society. By empowering members of disenfranchised communities and enabling them to fulfill their dreams, Hadassah is healing through inclusion, diversity and flexibility.

The program is made possible by a Hadassah, the Women's Zionist Organization of America donation to the Henrietta Szold Hadassah-Hebrew University School of Nursing, in memory of Patricia Wahl Lapan.

Hadassah First for Israel

In 2002, Hadassah introduced Israel's first Medical Clown Program.

With overwhelming success, the program has been an important part of Hadassah's international outreach, notably in Africa.



'NO ONE QUESTIONS OUR IMPACT ANYMORE'

H

adassah was the first hospital in Israel to recognize the enormous benefit of integrating medical clowns into pediatric wards, and today they are welcomed as full members of the children's medical teams.

"Our job is to treat the young patients' healthy side, to increase their self-confidence and make their hospital environment more positive," explains David "Dush" Barashi, a professional medical clown who has been working at Hadassah for 18 years and who helped pioneer the field in Israel.

When Hadassah first introduced the project, there were just a few volunteers who occasionally came around to entertain sick children. At the time, Dush was part of a group that founded Dream Doctors – and today seven professional clowns from the organization serve Hadassah on a daily basis. Their role is considered a critical element in helping young patients cope with their hospital experience and in accelerating their healing process.

At Hadassah, the medical clowns are part of the medical staff, and they collaborate closely with the doctors and nurses. The clowns make the rounds in the pediatric wards and accompany children undergoing unpleasant medical procedures such as invasive treatments and diagnostic testing, helping them relax and raising their spirits. They frequently develop long-term relationships with patients and their families.

"Clowns speak a universal language, like music," Dush explains. "Even if there is a language barrier, we can make children laugh. I have had long conversations in gibberish with kids who speak Russian, Arabic or Yiddish. Our job is to be sensitive and empathetic."

Hadassah's medical clowns also take part in humanitarian missions around the world. They are active in the hospital's ART-Joy-Love

"The arrival of a good clown exercises a more beneficial influence upon the health of a town than of twenty asses laden with drugs."

-Thomas Sydenham, medieval philosopher

volunteer program in Africa, which supports the management of pediatric AIDS. Delegations from Hadassah usually travel to Africa twice a year, each time for about ten days, and include pediatric AIDS experts, physicians, dentists, nurses, social workers and psychologists as well as medical clowns.

Although this was initiated as a pediatric program, there is an increasing demand to expand the clown program to adult patients in oncology, emergency medicine, rehabilitation and more. —

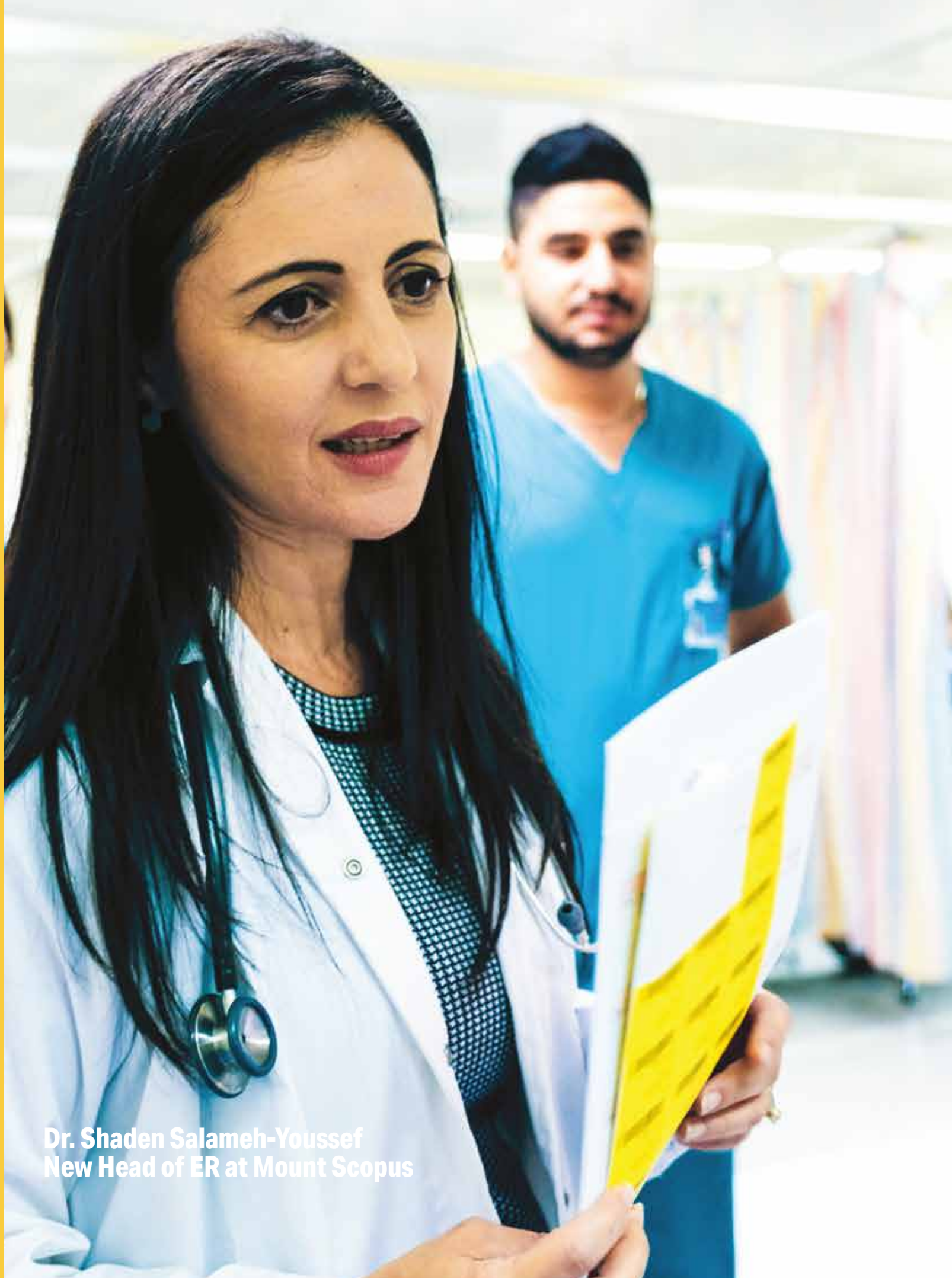
**"FOR THE WHOLE WORLD
I AM JUST SOMEONE,
BUT FOR SOMEONE
I AM THE WHOLE WORLD"**

- "DUSH"



MISSION TO AFRICA





Dr. Shaden Salameh-Youssef
New Head of ER at Mount Scopus

HERE, PLURALISM IS POWER.

At the young age of 10, when her grandfather suffered a heart attack and no medical treatment was immediately available in their village of Tur'an near Nazareth in the Galilee, Dr. Shaden Salameh-Youssef, found herself struggling to describe his condition to paramedics over the phone. That is when she decided she had to become a doctor. With a magnetic personality, she has been dreaming big and fulfilling her ambitions ever since. As the new head of Mt. Scopus' Emergency Medicine Department, Dr. Salameh-Youssef is now setting her sights on improving the ER.

Hadassah Mt. Scopus is the closest hospital to over half of Greater Jerusalem's population, but its small Emergency Department suffers from limited resources and a shortage of space. There are currently only 40 beds, including those dedicated to pediatric emergency care. Despite the shortage, the ER treats roughly 180 patients on an average day, of which some 25% are children.

Despite its small size, the Hadassah Mount Scopus ER accepts 70,000 patients yearly of which some 25,000 are children. Of this number, 30% of patients are admitted to the hospital for follow-on care.

"I look for what I have in common with my patients: With Israelis I am Israeli, with Arabs I am Arab, with Christians I am Christian, with women I am a woman."

— Dr. Shaden Salameh-Youssef

The first stage of a much-needed renovation is underway in order to alleviate the overload and better meet the needs of the surrounding communities. "The renovation will include a new walk-in clinic, a triage area, a separate pediatric ER and a much needed trauma unit," explains Dr. Salameh-Youssef, adding that the current lack of a functional trauma unit at Mount Scopus means that patients often have to be transferred to Ein Kerem for urgent treatment. Last May, a new Cardiac Catheterization Laboratory was inaugurated at Mount Scopus, enabling emergency angioplasty to be performed on the premises, boosting the hospital's ability to treat patients arriving at the ER with acute cardiac distress.

"I am a minority within a minority... I treat without discrimination. I feel that my identity is an advantage because I have more channels to communicate through and I'm able to be empathetic at different levels," she notes, adding, "I look for what I have in common with my patients: with Israelis I am Israeli, with Arabs I am Arab, with Christians I am Christian, with women I am a woman."

Her husband is a urologist at Hadassah and they have three young children. "I love this place and I'm very honored to be able to lead the department forward," she smiles.



COLLABORATIONS



Prof. Eyal Mishani

*Head of the Research and Development Division
General Director, Research Fund
Hadassah Medical Organization*

“Great things are happening in the Research and Development Division at Hadassah, as we encounter new frontiers in medicine and extend vital collaborations internationally. Of the hundreds of international institutional research partnerships underway, I am glad to take this opportunity to highlight a handful, and to thank you for your committed support in making them all possible.”

- Prof. Eyal Mishani

Prof. Itay Chowers - Stanford University
(research collaboration)

Prof. Mark Gutkin - New York
Genome Center

Prof. Eithan Galun and Menachem
Goldberg - Beth Israel Hospital

Dr. Yehuda Ginosar - Washington University

UNITED STATES

Prof. Benjamin Glaser - University
of Pennsylvania and City of Hope

Prof. Michael Wilschanski - University
of Iowa

Prof. Hagai Levine - Washington University

Prof. Gil Leibowitz - University of Miami

EUROPE

Prof. Rivka Pollak - University of Oxford
(BIRAX Foundation framework)

Prof. Polina Stepensky - Northwestern
Memorial Hospital and Freiburg University

Prof. Benjamin Glaser -
European Consortium

Prof. Rachel Katz-Brull -
European Consortium

PRIZES

Professor Zeev Rotstein

*HMO Director General
named Committee Head
State Health Coverage Committee
for 2020
Israel Ministry of Health*

Nefesh B'Nefesh 2019

Bonei Zion Award

in the field of Science and Medicine

Dr. Ora Patiel

*Director, Center for Research
in Clinical Epidemiology
Braun School of Public Health
& Community Medicine*

Ministry of Immigration (Aliyah) & Absorption Prize

Prof. Jose Cohen

*for his contribution to Israeli health
and society as a pioneer in cerebral
angiography in Israel*

Dr. Josh Schroeder chosen to contend
for the world's Gifted Citizen Prize
Mexico City

Israel Fund Gallanter Prize for Emerging Israeli Social Justice Leaders

Dr. Mushira Aboodia

Obstetrics and Gynecology specialist

The International Society for Affective Disorders (ISAD) first Lifetime Achievement Award

Prof. Bernard Lerer

Psychiatrist

European Federation of Periodontology (EFP) Prize

Dr. Gavriel Mizrahi

First Place

Dr. Oded Hyman

Second Place

*for their groundbreaking research on gum
disease and dental implants*

Certificate of Excellence Bestowed by Israel President Reuven Rivlin

Neta Malka

Nurse, Transplant Coordinator

College of International Care Medicine in Australia (CICM) Award

Prof. Vernon Van Heerden

*Head Critical Care Medicine Unit
for his clinical and scientific work and
significant contribution to improving
the Intensive Care field*

Association for Research in Vision and Ophthalmology (ARVO) Joanna G Angel Service Award

Prof. Jacob Pe'er

*The award is the highest honor bestowed by
ARVO to recognize outstanding leaders who
have made significant, continuous contribu-
tions to the association's mission*

HADASSAH INTERNATIONAL BOARD OF DIRECTORS



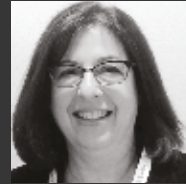
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Hadassah International*



Rafael Zaga
*International Director,
Hadassah International*

HADASSAH INTERNATIONAL MANAGEMENT



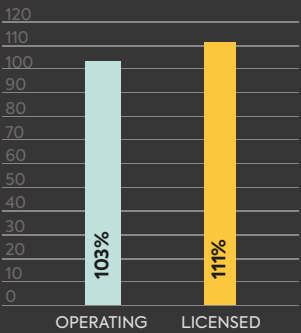
Melissa Kaplan
*Executive Director,
Hadassah International*

FACTS & FIGURES

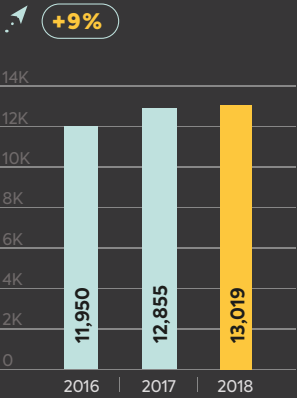
FAST FACTS

-  **> 1,000,000** patients served annually
-  **45** operating rooms
-  **1,300** beds
-  **5,065** employees
-  **1,023** doctors
-  **1,820** nurses
-  **45,000** operations/procedures annually
-  **12** winners of "Israel Prize"
-  **> 2,000** scientific publications in the past 5 years
-  **40-50%** of bio-medical research in Israel conducted at Hadassah
-  **> 200** patents
-  **160** clinical trials in progress
-  **15** start-ups

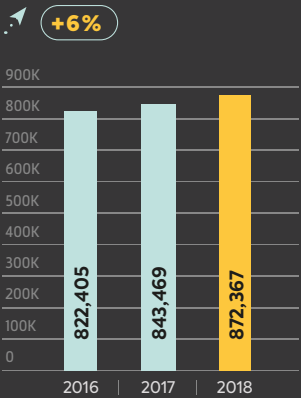
INPATIENT BED OCCUPANCY



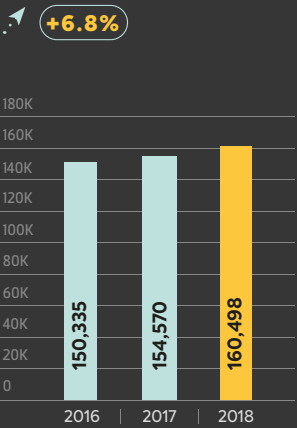
BIRTHS



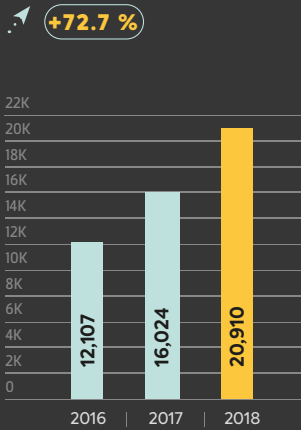
TOTAL AMBULATORY ACTIVITY



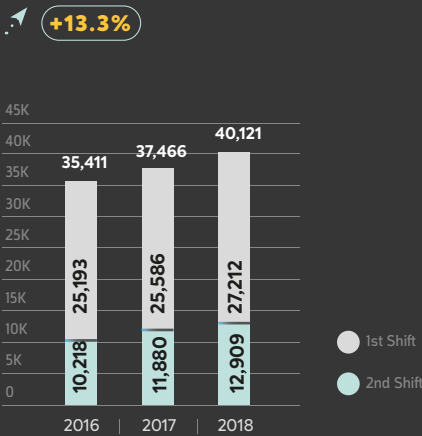
EMERGENCY ROOM VISITS



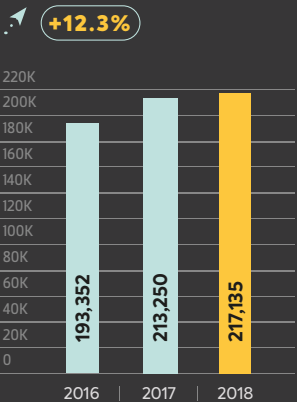
OUTPATIENT MRI PROCEDURES



SURGERIES BY SHIFT



OUTPATIENT RADIOTHERAPY TREATMENTS



Dear Hadassah International Stakeholders,

"Make my eyes look to the future" - Henrietta Szold.

This quote was indeed what we needed, as a source of hope and inspiration, in order to withstand the challenges following the financial crisis in 2014 and the implementation of the Recovery Agreement for Hadassah Medical Center. Today, as we begin the seventh and final year of the Recovery Agreement, it is the time for retrospection to appreciate all that has been done, as we continue to look to the future. The world we live in these days is full of challenges, to say the least. In addition, Israel and its health system have become an impossible environment for a properly functioning hospital. Despite all these challenges, we at Hadassah are making the impossible, possible. We take medicine to the very edge to inspire the future of medicine, providing clinical breakthroughs, educating the next generation of physicians and nurses, developing innovative technological transformations and research from bench to bedside.

I am delighted to take this opportunity to share some of the key performance and financial indicators with you, reflecting the continued growth in operations, financial health, and stability.

This is the time to thank, primarily, our dedicated professional staff, for their diligence and daily efforts to heal and treat the people of Jerusalem, and to make this hospital a bridge for peace and a temple of healing.

We must also extend a special tribute to the leadership of Hadassah International for their support and dedication, along with the women of HWZOA who have stood with us for over 100 years.

Finally, to you our donors, who are dedicatedly investing in building the future of this great hospital, we express our profound gratitude.

We pledge to ensure our continued mission to inspire future medicine and clinical excellence, and to make you, our dear stakeholders, proud of what we do and what you are part of.

- Erez Meltzer

Chairman of the Board of Directors
Hadassah Medical Organization

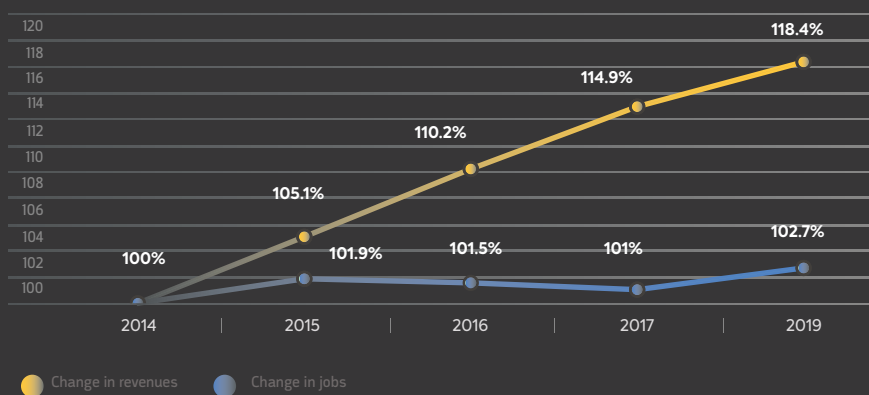
FISCAL OVERVIEW

STATEMENT OF OPERATIONS

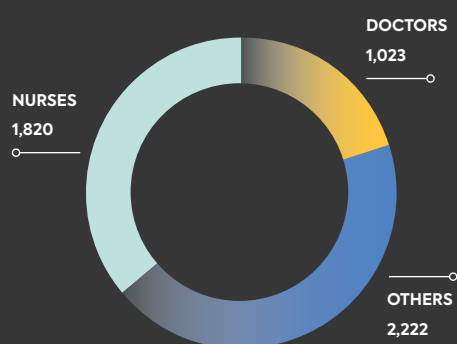
(THOUSANDS OF NIS)

	2016	2017	2018
Revenues from Medical Services	2,003,048	2,132,904	2,288,958
Cost of Medical Services	1,739,867	1,828,747	1,940,178
Gross Surplus from Medical Services	263,181	304,157	348,780
Income from Research	89,889	88,304	91,814
Research and Related Expenses	92,260	89,418	89,196
Surplus (Deficit) from Research Activities	-2,371	-1,114	2,618
Income from Other Activities	93,907	82,030	85,678
Household and Maintenance Expenses	271,614	290,824	308,213
General and Administrative Expenses	234,467	259,005	291,497
Operating Deficit	-151,364	-164,756	-162,634
Finance Expenses	-12,082	-11,494	-7686
Finance Income	1,042	1,046	8,725
Other Income, Net	6,253	710	-397
Deficit from Operations for the Year	-156,151	-174,494	-161,992
Net Deficit from the Operation of Schools	-51,033	-44,036	-40,320
Share of Profits (losses) of Affiliated Entities	-2,273	3,414	311
Net Income from Recovery Agreement	-209,457	-215,116	-202,001
Net Surplus (Deficit) for the Year	195,584	169,587	163,017
TOTAL	-13,873	-45,529	-38,984

REORGANIZATION & PRODUCTIVITY

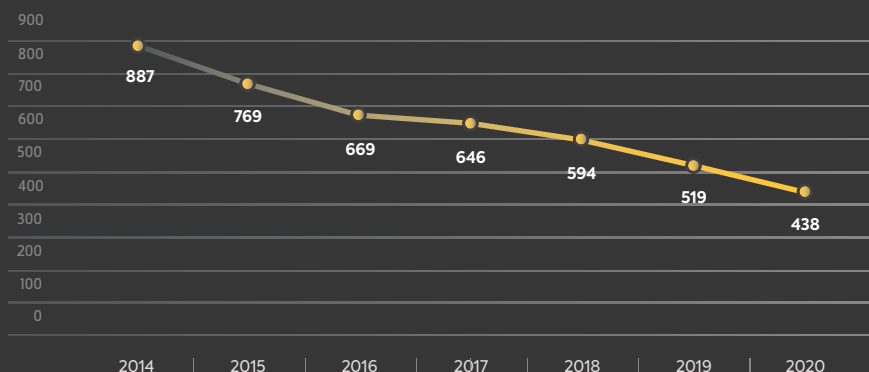


EMPLOYEES



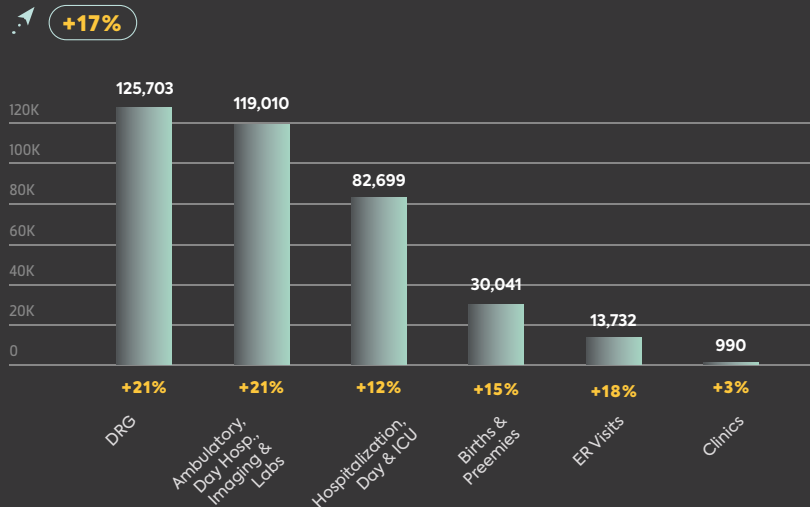
* Others includes administration employees, technicians, para-medical, construction division, cleaning etc.

ACCUMULATED DEFICIT (M NIS)

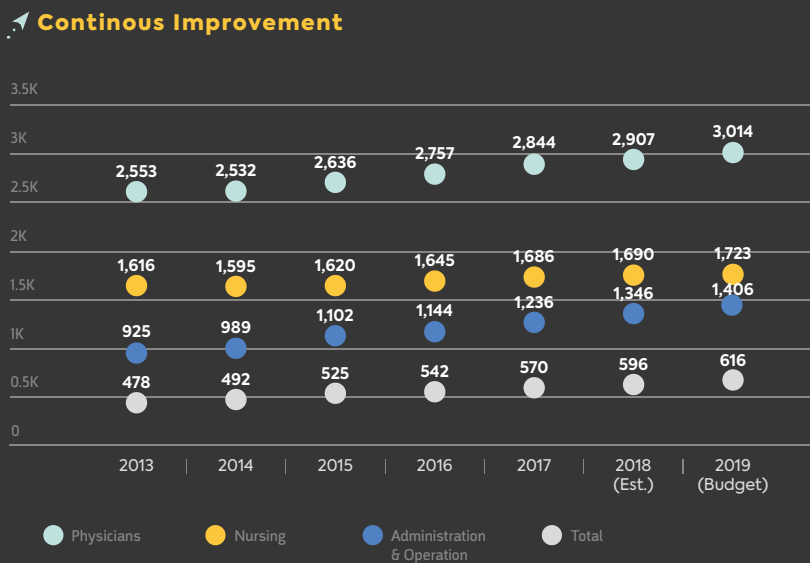


FISCAL OVERVIEW

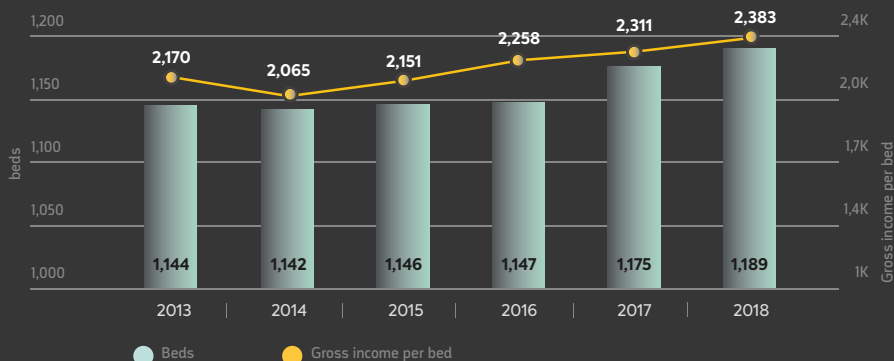
INCOME FROM MEDICAL SERVICES (K NIS)



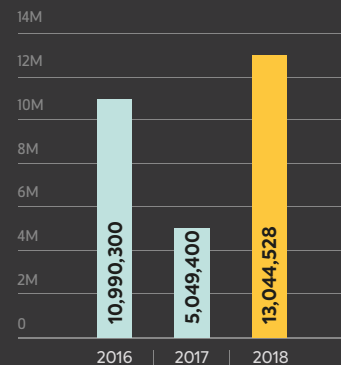
GROSS REVENUES PER POSITION (K NIS) - PRICES OF 2018



GROSS INCOME PER BED (NIS) - 2018 fees



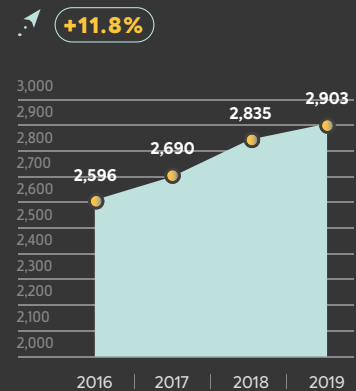
INCOME FROM HADASSAH INTERNATIONAL (\$ USD)



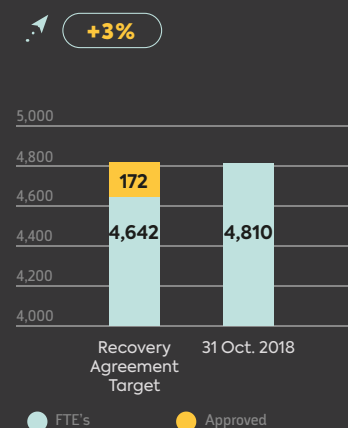
Australia
Belgium
Canada
France
Israel
Latin America (including Argentina, Mexico and Brazil)

New Zealand
Panama
Singapore
Switzerland, Germany & Austria
United Kingdom
Anonymous & Others

GROSS REVENUES FROM MEDICAL SERVICES (M NIS) - 2019 fees



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The Historic Hadassah building at Mount Scopus overlooks Jerusalem

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Eitan Riklis, Nitzan Zohar, and others

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www.hadassahinternational.org



THE POWER TO BRING
HEALING TO OUR WORLD.
TOGETHER.